

# ***Headquarters U.S. Air Force***

---

***Integrity - Service - Excellence***

## **Enlisted Force Development**



***Aug 03***  
**CMSgt Michael Gilbert**

**U.S. AIR FORCE**

---



**U.S. AIR FORCE**

---

# ***Overview***

- Objective
- Definitions
- Major Players
- CORONA Vectors
- Key Areas of Effort
- Timeline
- Summary



**U.S. AIR FORCE**

---

# ***Objective***

- Deliberately shape training, education, and assignment processes - as needed - so that our enlisted force most effectively meets all AF requirements, at all levels, now and in the future
- “We must put the right people at the right place at the right time, all the time” to meet AF requirements

CMSAF Gerald Murray



**U.S. AIR FORCE**

---

# ***Pressures Driving Change***

- GWOT/high tempo demands highly effective force
- Tight budget requires efficient development
- Career field imbalances – 10% of force in wrong place
  - key to High Stress Index for many career fields
- Requirements change rapidly – more flexible/adaptable enlisted force needed
- Conflict between ‘old’ system and ‘new’ needs
- Untapped potential in enlisted force
  - Increasing enlisted role at all levels, especially “strategic”
  - More educated force



U.S. AIR FORCE

---

# Definitions

- **Tactical Level Development** - Gaining knowledge and experience in primary skill through job-related skill development (Tech school, OJT, FTD, etc) combined with educational and leadership experiences (ALS, Professional Development Seminars) and off-duty education. Junior enlisted through TSgt are normally at the tactical level
- **Operational Level Development** - Widening of experience and leadership ability within a family of skills through progressive leadership roles, special duties, military education (NCOA and SNCOA), and other educational opportunities. Normally, SNCOs at flight, on up to base-level CMSgts are operational level leaders. These are our key NCO *expeditionary* leaders
- **Strategic Level Development** - Opportunities to gain breadth of experience, leadership and managerial perspective to support institutional AF and joint efforts. For enlisted this normally is for top SNCOs who will/may be assigned to key positions at MAJCOM, Air Staff, and unified commands. CMSAF, MAJCOM CCMs, Career Field Managers, top leaders at Air Staff and AFPC are examples of strategic level enlisted leaders



**U.S. AIR FORCE**

# ***FD Major Players***

---

- SECAF, CSAF, CMSAF
- CORONA
- AF/DP
- AFSLMO
- AF 2-digits, Career Field Managers
- AFPC
- MAJCOM CCMs
- AU, CEPME



U.S. AIR FORCE

---

# ***CORONA Vectors***

- **CORONA Fall** (as reflected in Nov 02 CSAF Sight Picture, Total Force Development)
  - Force Development Construct Approved
  - Officer, Civilian, Enlisted Force Development “equally important”
  
- **CORONA South**
  - Chiefs’ assignments realigned under AFSLMO
  - Plus-up AFSLMO w/ 4 additional enlisted positions
  - Publish Enlisted Force Development Sight Picture



**U.S. AIR FORCE**

---

# ***Key Areas of Effort***

- Realignment of Chief's Assignments
- Communications
- Training
- Education
- Assignments
- Clarify Requirements, Expectations





**U.S. AIR FORCE**

---

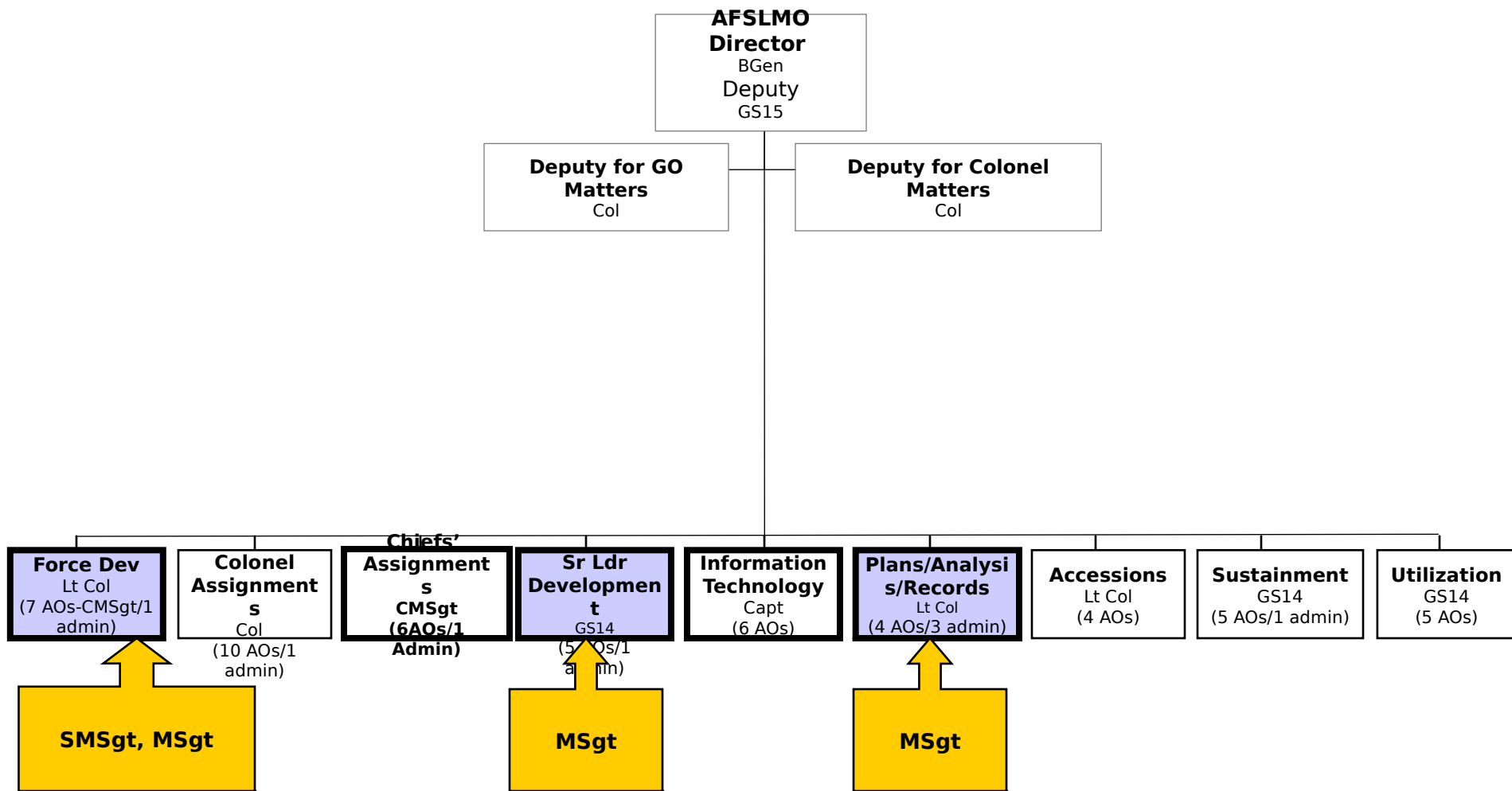
# ***Key Areas of Effort***

- **Realignment of Chief's Assignments**
  - Realignment was official 1 Jul
  - CMSgt Management Focus Group (21-22 May)
    - Nine major recommendations. Staffing decision papers now



U.S. AIR FORCE

# AFSLMO 101





**U.S. AIR FORCE**

---

# ***Key Areas of Effort***

- **Communications**

- CSAF Enlisted Force Development Sight Picture
- PA (News Releases, AF Times, Web Site – FAQs)
- Force Development Briefings

- **Training**

- Senior Leader Development Training evals and plan
- Formal Training IPT – How to best support NCO cross-utilization



**U.S. AIR FORCE**

---

# ***Key Areas of Effort***

- **Education**

- Conducted IPT on Professional Development Seminars
- 4<sup>th</sup> Level of PME – IPT 16-17 Sep
- PME review – Timing, Content, Methods – Spring '04
- NCO to AFIT selection and technical degree utilization

- **Assignments**

- Developmental Assignments IPT



U.S. AIR FORCE

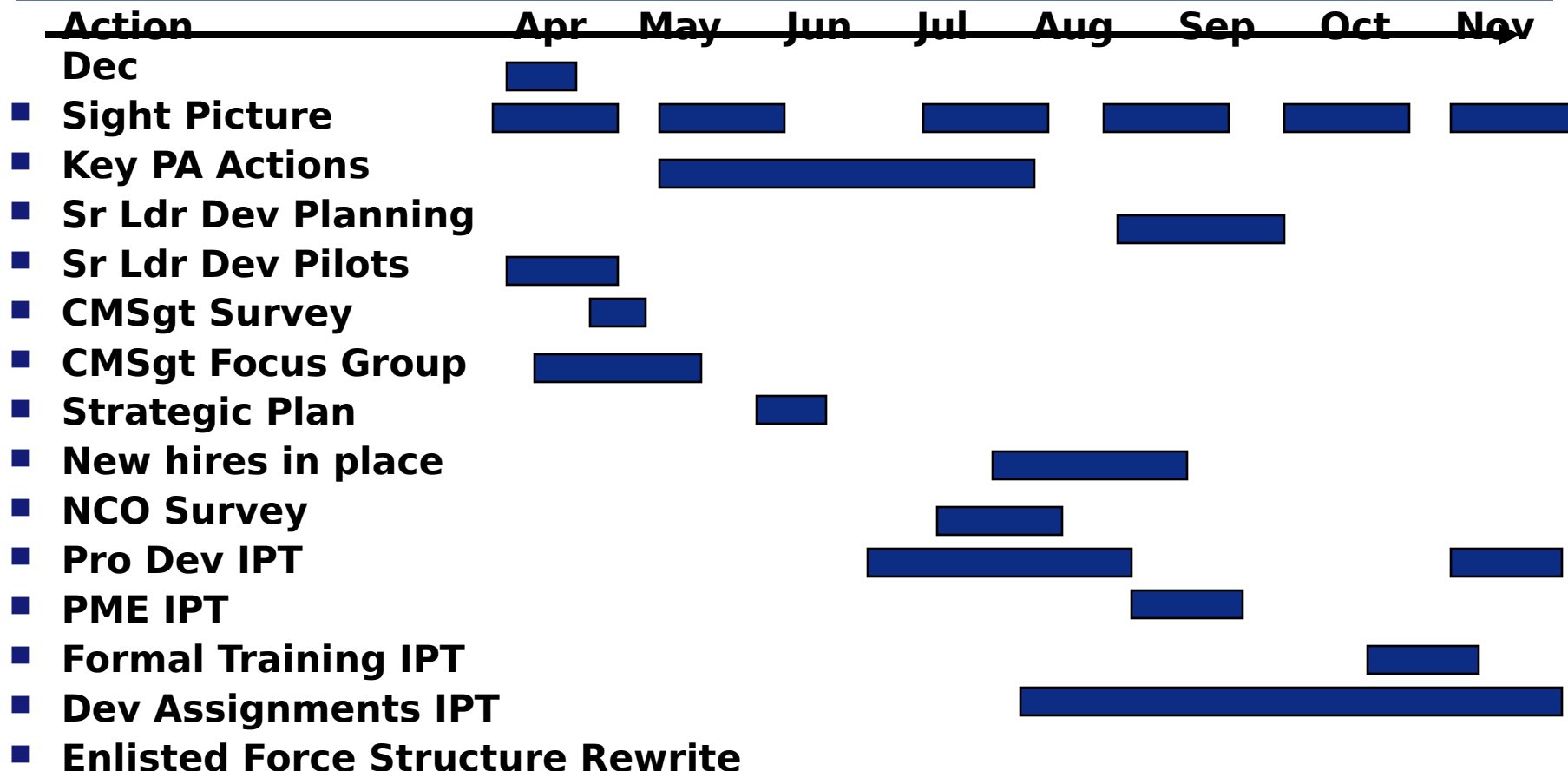
# ***Key Areas of Effort***

- **Clarify Requirements, Expectations**
  - CMSgt and NCO Surveys
  - Rewrite AFI 36-2618, *The Enlisted Force Structure*
    - Clarify, expand on expectations and roles of each grade
    - Formalize, clarify levels of development - tactical, operational, strategic
    - Support culture adjustment – flexible/adaptable force
  - Create CMSgt Handbook (modeled after GO and SES Handbooks)



# Timeline

## U.S. AIR FORCE





**U.S. AIR FORCE**

---

# ***Summary***

- Objective
- Important Definitions
- CORONA Vectors
- Key Areas of Effort
- Questions?